

PERCEPTION INFLUENCING HR SENSITIVENESS IN WORK PLACE – CONCEPTUAL STUDY

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ABSTRACT

Human Resource is a vital & potential strength for Organization's growth and development. Managing HR is an analogue to the right technical skill for handling sharp-edged weapons. There are infinite factors some are open, many hidden that induces the behavior of an individual. Organization Behaviour has given the insight that there are 3 levels that promote organizational behavior. Individual level is about an employee with individuality enters into an Organization. He then represents the group level and works as a team promoting organizational level. Individual behavior is influenced by Personality, perception, attitude & values.

Organizations are cumulated with people from diverse backgrounds & inter-personal relations become instrumental for different successful process and outcomes. Some situations and experiences might touch the sensitivity zone of HR that is shown in the work place. When people are working together they are bound to show their sensitiveness in the work place which is due to the nature of personality, level of perception and the values practiced by the individual. The behavior of an employee towards other employees may create HR Sensitivity in the working environment that may lead to positive or negative results from the business perspective. The individual's level of perception towards culture, authority, co-employees behavior, nature and style of work are studied to identify the factors that bring out HR Sensitivity in the Organization.

KEYWORDS: HR Sensitivity, Work Place, Behavior, Influence, Nature & Perception

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INTRODUCTION

HR Sensitivity is discussed in different forms as per the context and consequences. Work places are meant to work out the best for social utilization. This study focuses on Human resources that sensitizes the needs of work place and how best they fit into the system for effective contribution. Relationships are built and perceptions indirectly influence us to get along with others in the work requirement. At instances when our perceptions are not matching in the work place due to people, processes etc, where it may lead to sensitiveness that has an impact on work performance.

Perception is the art of rightly interpreting the stimuli received by using sensations. Majority of HR related problems are due to lack of understanding, misconceptions etc. Individual Perceptions might trigger the sensitiveness of employees in the group that might favour or disfavor the work performance.

LITERATURE REVIEWS

Perception & HR Sensitivity in Work Place

Clyde & team (2021), studies the relationship of Covid in creating tensions & negative emotions in the job place.

Employees are differentially affected by the pandemic and who are more sensitive to social-level virus risks and more open to reference group shows increased levels of negative emotions and work tension

- Wijewantha, Prabhashini & Jusoh, Mazuki & Ferdous, S & Sudasinghe, Sepalika. (2020), has given literature review paper that emphasizes how employee perception of organizational politics affect the working environment. Several reviews supported that employees develop negative perceptions of the presence of organizational politics
- Corina U's team (2019), the study explains SPS (Sensory processing sensitivity) as increasing the risk associated with negative situations and improving the benefits from supporting and positive environment
- Sun Li, (2019), research paper reviews on POS (Perceived Organizational support) shows that high committed HR practices and measures will reflect the organization's values on employee contribution
- Waheed, A., Abbas, Q., & Malik, O. F. (2018), the study has explained the relationship of perception on performance appraisal quality towards innovative behavior in the work place. When an employee is given psychological empowerment, it works as mediating variable to bring out the best for innovativeness in the work place
- Mergan, Nazmiye Mina. (2018), meta-analysis clearly highlights the significance of perception as influencing factor in work place integration. In turn, perception is surrounded by so many factors such as culture, upbringing, society, conflict provoking factors. Misleading perceptions can affect the working environment as well as their relationship with others
- Francesca Gino's HBR review article (2018), explains that silence is pervasive in organizations and speaking on sensitive issues will backfire with unwanted consequences. Organizations need to build trust and secureness among employees to share their valuable suggestions
- Ullah, Zia & Zeb Khan, Muhammad & Siddique, Muhammad. (2017), study proposes that when employee's perception of organization's support is true, then employee motivation can be maintained at high level for performance
- Tahir, Rana and Adnan, Mohammad and Ullah, Ahsan and Sohail, Babar article, "Understanding Perceived Organizational Performance through Human Resource Practices" (2017), has related perceived organizational performance with HR practices are found to be positive and significant
- Bhui, K., Dinos, S., Galant-Miecznikowska, M., de Jongh, B., & Stansfeld, S. (2016), study has identified the causal factors for work stress and as perceived effective management practice can act as the intervention in managing stress effectively
- Bui, Hong & Liu, Gordon & Footner, Sarah. (2016), explains that mixed perceptions about HR practices can induce both perceptions of job motivation & work life imbalance that can lead to different outcomes in HR practices
- Kamaldeep Bhui, Sokratis Dinos, Magdalena Galant-Miecznikowska, Bertine de Jongh, Stephen Stansfeld, BJPsych Bull. 2016, study explains that organizational interventions are perceived as effective in effective work planning tasks and personal interventions external to work place may reduce or remedy the stress

- Vasconcelos.A. (2015), review based study has examined the problems related to aging workforce worldwide. Industry is perceiving that ageing problem affects organizational performance. This problem is yet widespread and unsolved issue and it has affected the older workers undergoing unfair treatment and leading to their exit in the Organization
- Montserrat Fonseca Estrada's article, "Cultural sensitivity in the work place" (2015), explains that stereotyping effect makes people to restrict themselves in right way of understanding people from outside their culture. It usually perpetuates them to under evaluate ability and have a negative approach towards their behavior
- Richard S. Allen, Gail Dawson, Kathleen Wheatley and Charles S. White, article, (2008), perception is as important as reality and perceptions on diversity can have important effects on organizations. Perceptions of diversity are critical to influence employee motivation and behavior which in turn lead to higher levels of organizational performance
- Chang, E. (2005), study examines employee's overall perception influences one's perceived procedural justice and organizational commitment. Generally, the company's HR practices affect overall perception of employees
- Milton J. Bennett (1998) explains, that in a good intercultural communication, understanding depends on the ability to perceive, react and accept differences and similarities. When individual's perception is flexible in reformulating one's sensitivity towards new experiences that leads to the development of intercultural sensitivity
- Huseman's (1987), has contributed a study on "Equity Sensitivity Continuum" where individuals react in consistent but differently according to their perceived equity and inequity because they have different preferences for equity. He has divided these differences between individuals into three levels of individual sensitivity such as benevolent, entitled, and sensitives. Among the above three, sensitives are the individuals who perceive to get equity on HR practices in the working environment. In case if there is any discrepancy that may lead to equity sensitive issues affecting Organization's performance

OBJECTIVES OF THE STUDY

Majority of the reviews emphasize the perception towards HR practices and sensitivity in the work place. But there is no proper study linking perception as an influencing factor for HR Sensitivity in work place. The prime objective is to study the perception and sensitivity of HR in the work environment under various dimensions from conceptual & theoretical perspective

Perception in Organization Behaviour

In simple terms, Perception refers to the way of understanding that happens towards subject, object, environment, experience etc. and its cognition impact in individual that is reflected in one's behavior

Definitions: According to S. P. Robbins, Perception can be Defined as "the Process by which Individuals Organize and Interpret their Sensory Impressions in Order to give Meaning to their Environments."

Joseph Reitz; "Perception includes all those processes by which an individual receives information about his environment—seeing, hearing, feeling, tasting and smelling."

B. V. H. Gilmer, “Perception is the process of becoming aware of situations, of adding meaningful associations to sensations.”

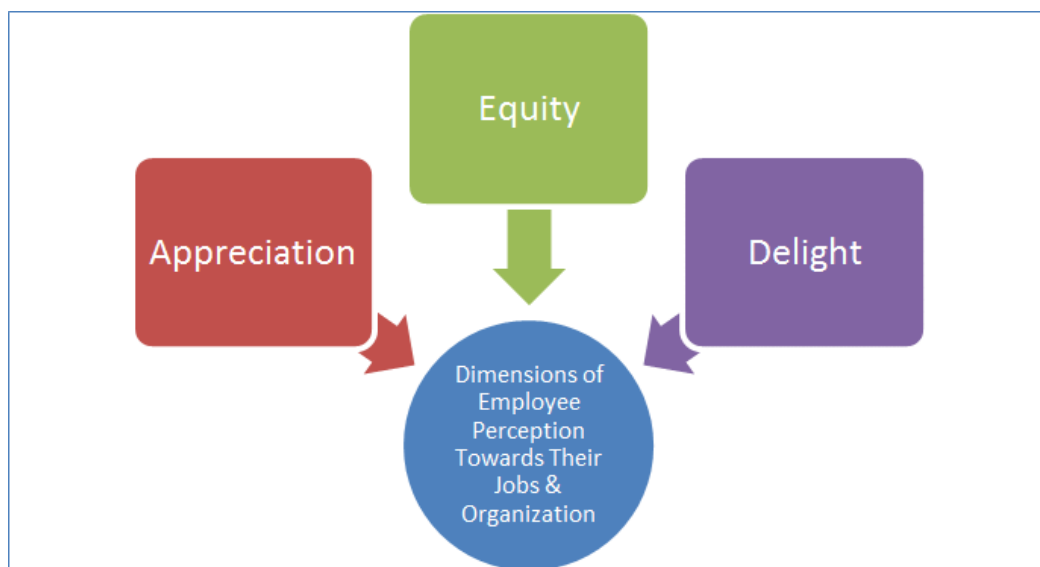
Uday Pareek said perception can be defined as “the process of receiving, selecting, organizing, interpreting, checking, and reacting to sensory stimuli or data.”

HR Sensitivity in Organization Behavior

Human resource otherwise called as people resource is very important for Organization’s development. Managing HR potential is an ever-growing challenge for any Management as it is unpredictable. All individuals are different in terms of nature of personality, perception, attitudes, values and so on. Interpersonal behavior will make things effective in Organization’s behavior. This sensitive factor is a hidden factor that works in a very slow and silent manner creating great consequences in the organization side.

Perception & HR Sensitivity

In the context of Organization behavior, perceiving individuals in organizations and working along with them has an effect on touching their sensitivity and its impact in work behavior.



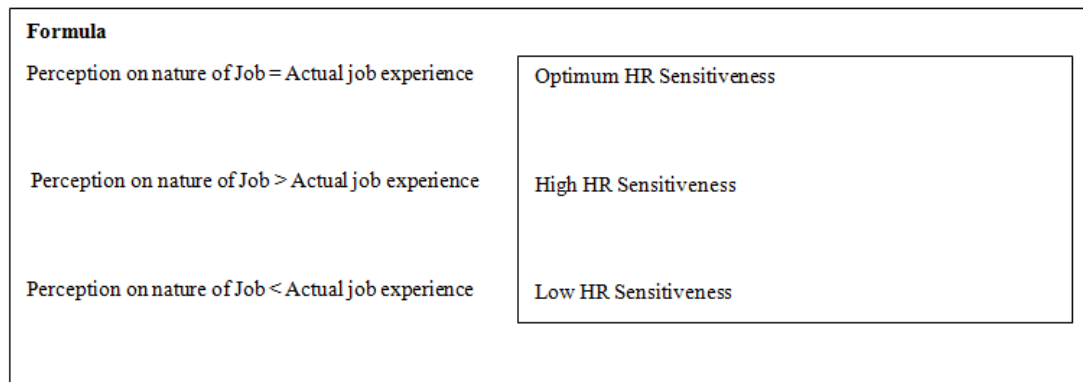
Source: https://www.researchgate.net/figure/Dimensions-of-employee-perception-towards-their-jobs-and-organization_fig1_323748945.

Work places are trying to optimize HR potentials towards the requirement of Organizations according to the needs of Market demands. The way how employees perceive organizations and work behavior that influences performance. The above figure explains three dimensions such as appreciation, equity and delight as important dimensions for the right perceptions towards job & organization. When an employee does a good job, he perceives appreciation from authority, equal treatment in giving the recognition and making the employees feel happy to stay in the organization

In case when the perceived opinion is not reflected in the actual organization behavior, that might create a sensitivity trigger in the mind of an individual and retains as a spark for future consequences. The study focusses on how employees perception influences HR Sensitivity for better work experience.

Perception on Nature of Job & HR Sensitivity

Individuals are prone to dream about the nature of occupation and jobs where they are to be inducted. Such kinds of dreams evolve as perceptions in the actual scenario. The sensitiveness of an individual towards his job is based on the perceived feel. Fortunately, if an individual is mapped according to his perception on the right job optimizes the right degree of HR sensitiveness that brings out the right performance as per Organization requirement.



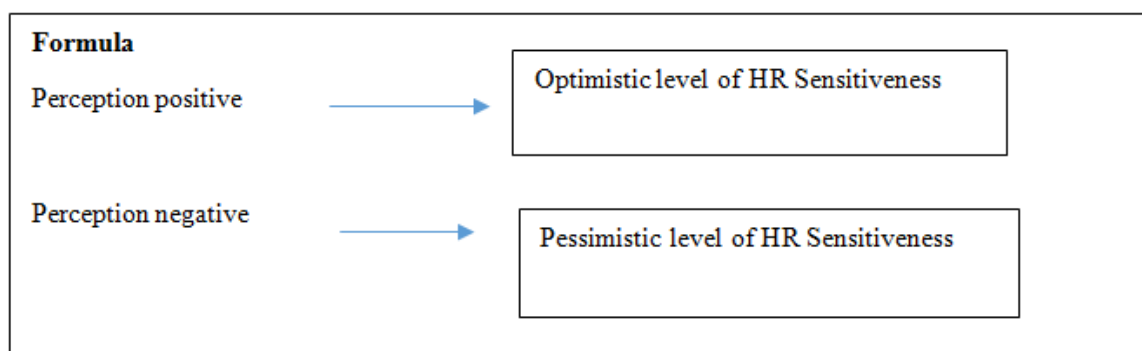
On the other hand, if the level of HR sensitiveness towards job fluctuates between High & low continuum, as High sensitivity when the perceived job fails the individual expectation and vice versa, it will automatically get reflected in the work outcome.

Interpretation

The above formula shows that optimum and low HR sensitiveness towards perceived nature of job may not affect job performance and there are more probabilities for satisfactory outcomes related to organization's performance

Perception as causal factor for HR Sensitivity

It is a known fact that majority are very much concerned about others perception towards their image. This as a factor slowly increases to the level of getting linked with the sensitiveness of HR and its impact. Especially in working environment, amidst a mix of people from diverse backgrounds, building right perceptions and relationships are becoming more challenging and sensitive one for the organizational consequences. When the perceptions are positive or negative in the working environment, it directly correlates the effect towards HR sensitiveness and work behavior.

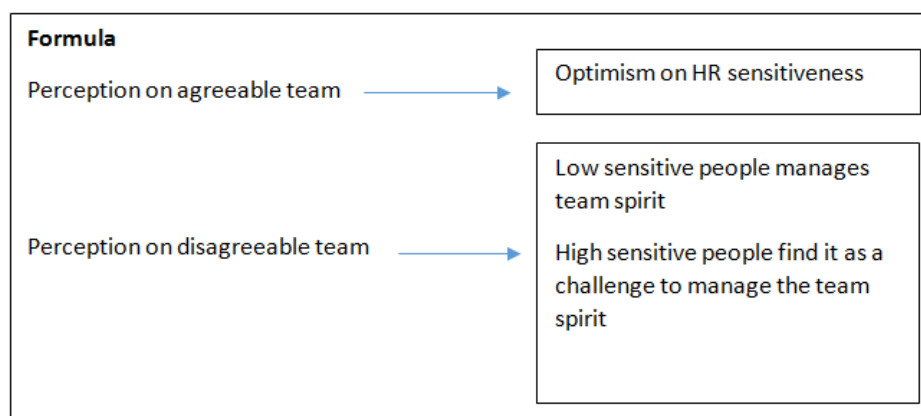


Interpretation

The above formula shows that in working zone perceptions as an internal factor influences the way of understanding and relationship skills that has an impact towards organization's reputation. The right level of perception optimizes the feel of sensitiveness in working environment that makes the individuals to exhibit group cohesiveness in exercising the work. If the perception is on the negative side, it will lead to pessimistic behavior as it touches the sensitiveness on high degree and affects work performance

Perception on Team Culture & HR Sensitivity

Team culture refers to the spirit of oneness. It is one among the 14 principles of management contributed by Henry Fayol. It is highlighting the principle in French term 'Esprit de corps', meaning the spirit of oneness. The team comprises of members with complementary skills that navigate towards the best outcome for Organization's perspective. It is a fact that all member's way of perceiving things may or may not be similar. When work based discussions take place, it is clear that consensus will not happen very easily. Healthy discussions include both positive and negative statements, ideas, differences etc. Surely this ignites the spark on HR Sensitiveness. Disagreeableness in a team signifies the sensitiveness in work place.



Interpretation

The above formula shows that working in teams are very essential for outstanding performance. Agreeable teams are with no issues with HR sensitiveness but disagreeableness is very significant in affecting HR sensitivity. Low sensitive people will manage team spirit according to the situational context but high sensitive people are facing the real issues in managing team culture. In some cases, they will be successful in making other team members accept their valuable points and on the other hand when they are exposed to a more disagreeable environment, sensitiveness impacts the performance

Perception on Culture Diversities & HR Sensitivity

Culture is branded and transformed in a pride manner such as it dictates our behavior. This sensitizes one's mind in believing their culture as superior to others. There the sensitiveness comes in the scene. The current business environment challenges people to work in diversified organizational platform, trying to balance their sensitivity with cultural values to exhibit better performance. The prejudice, stereotypical conceptions that lead to perceptions on the cultural background might splash the sensitiveness of HR in the working environment.

Formula	
Perception on High sensitive people	Work sensitiveness & Performance oriented but triggers on false accusations
Perception on Low sensitive people	Moderately sensitive to work and performance but least sensitive on accusations or comments from others

Interpretation

The above formula shows that perceptions on cultural diversities has a great impact on work culture and performance. Right perceptions act as a stake in rationalizing the behavior for the need of organization's development. Low sensitive people's perceptions irrespective of right or wrong does not affect organization's work routine whereas high sensitive people may exhibit reactive or responsive behavior that may favor or disfavor the organization as per the context

Perception on Management Style & HR Sensitivity

The approach or style of management provides a comfortable pitch to play the game with real spirit. Management and employee relations are managed by applying the right approach to maintain the optimum level of sensitiveness that favours organization's growth and development.

Formula							
Perceptions on Management Style	<table> <tr> <td>Authoritative</td><td>High HR Sensitiveness</td></tr> <tr> <td>Participative</td><td>OptimumHR Sensitiveness</td></tr> <tr> <td>Liberty</td><td>Low HR Sensitiveness</td></tr> </table>	Authoritative	High HR Sensitiveness	Participative	OptimumHR Sensitiveness	Liberty	Low HR Sensitiveness
Authoritative	High HR Sensitiveness						
Participative	OptimumHR Sensitiveness						
Liberty	Low HR Sensitiveness						

Interpretation

The above formula shows that perceptions on Management style influences the sensitiveness on HR. There is no defined status of HR sensitiveness. It will vibrate according to the situation, nature of organization

Perception on Equity & HR Sensitivity

Employees in an Organization are representing a large group. The expectations and actuals in respect of reward or punishment marks its significance in affecting the employee morale. This occurs due to one's perception of being treated equally. If an employee feels inequity in the work place, it causes sensitive towards the consequences in severe mode when it affects negatively.

Formula

Perception on equity is followed in work place = Optimum HR Sensitiveness

Perception on equity is not followed in work place = High HR Sensitiveness (Performers)

Perception on equity is not followed in work place = Low HR Sensitiveness (Non Performers)

Interpretation

The above formula shows that perceptions on equity influences the sensitiveness on HR. Sensitiveness is felt only on inequity situations. Performance driven employees are affected with high sensitiveness on inequity process when compared to non performers

Perception on Personality & HR Sensitivity

According to Personality trait theory, other people impression on individual characteristics become trait when it coincidentally becomes reality and Social perception theory believes that individual's attributions, assumptions and perceptions on others try to describe the nature of personality. The study has explained the applicability of social perception theory in working out for understanding the nature of personality.

The hereditary and upbringing value system tries to define the nature of personality and affects sensitiveness when they experience situations involving people. It is an assumption that introverts are more sensitive than extroverts. This is more influenced on situational experiences and categorizes people into high and low sensitive types.

Formula

Perception on High sensitive people

Work sensitiveness & Performance oriented but triggers on false accusations

Perception on Low sensitive people

Moderately sensitive to work and performance but least sensitive on accusations or comments from others

Interpretation

The above formula shows that perceptions on personality as high and sensitive people has created an assumption on work and performance rendered by them and how they are affected in situations where they experience criticism, accusations, fault finding etc. It is generally believed that low sensitive people are less affected than high sensitive people

Perception on Maturity Level and HR Sensitivity

An individual's maturity is caused by one's nature, rational thinking, experiential learning, values, attitudes, right perceptions. The maturity level can impact the individual's behavior to a larger extent. At what degree the maturity stands and how it is perceived in the situations that require to be managed very sensitively. Higher degree of matured thinking process gives a state of neutral mindset to solve major issues without becoming sensitive in the work place. They are low

sensitive towards chaos and accusations but focused on standardizing the system and process.

Formula

Perception on High matured level = Low sensitiveness in work place

Perception on Low matured level = High sensitiveness in work place

Interpretation

The above formula shows that perceptions on personality with high maturity are well versed with a balanced outlook that makes them to show lesser sensitiveness in work place and vice versa in case of low maturity

Perception on Job Security & HR Sensitivity

The feeling of secureness provides strength in the mind to face any challenge. Job security in organizations has a direct impact on work place either in positive or negative behavior. Management has a perception that secured jobs will affect job performance and when employees are under the feel of job insecurity might extract the best performance. It may be right for the short term, but in long term, may spoil the Organization's reputation and induces stress and anxiety in employees that affect their morale.

Employees perception on job security influences the HR sensitiveness in work place

Formula

Perception on Job security = HR sensitiveness towards work

High Job security = Optimum HR sensitiveness in work or low sensitiveness in work

Low Job security = High sensitiveness in work or low sensitiveness in work

Interpretation

This formula is very sensitive to interpretation in the right manner. Job security may or may not induce work effectiveness. The perceptions will affect the work behavior. High job security might engage the employee's sensitiveness in the right direction towards active performance or it may give a feel of comfort that makes him less sensitive towards work. Low job security may lead to either high or low sensitiveness in work

Perception on work Place Relationships & HR Sensitivity

Interpersonal skills in work place is very important to work for effectiveness. At all times it is not feasible for maintaining harmony and coherence relationships. The perceptions on organizational members act as the base factor for getting related with others and exhibiting a comfortable feel in work space. This involves attitude, nature of personality and other dimensions on showing interpersonal relations in work environment. Perception on positive work place relationships has optimum level of HR sensitiveness in work and perception on negative work place relationships has both high or low sensitiveness in work

Formula

Perception on positive work place relationship = Optimum level of HR Sensitiveness

Perception on negative work place relationship = High or low HR sensitiveness

Interpretation

This formula explains that positive relationships might lead to optimum sensitiveness towards work based performance. Negative or strained relationships in work place might affect the sensitiveness either on high or low degree depending on the situation

CONCLUSIONS

Perception is an individual's inner factor that determines social behavior. The study has taken up conceptual base for understanding the influence of perception on HR sensitivity and its impact on work place that favours organization development. The reviews from literature source have provided different types of research study on perception and HR sensitivity on different angles.

The above article is an attempt to connect and relate Perception with sensitiveness of human resources that affects the job performance in organizations. The common dimensions taken for the study involves perceptions regarding, nature of job, perception as cause, team culture, diversities on culture, style of management, equity in workplace, nature of personality, maturity level, job security and work place relationships. Further, the study tries to provide formulas in understanding the influence of perceiving dimensions on the effect of HR Sensitivity as high, low or optimum level that has a direct impact on work performance.

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WEBLINKS

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